

Memorandum

TO : Director of Training

DATE: 22 March 1966

FROM : Chief/Management Training Faculty

SUBJECT: Management Course #94

1. At the conclusion of our last Management Course [redacted] 27 February-4 March 1966) we asked the eight work teams to identify problems which may be helping prevent the full attainment of the Agency's goals and purpose. Each work team had from six to eight members representing a cross section of the Agency at the GS-11 - GS-14 level. A categorized list of their findings is attached.

2. You may find it of interest to review the thinking on Agency problems as seen by our "middle managers".

Attachment
A/S

PERSONNEL

- a. Failure to keep the Agency at large abreast of the latest thinking on fitness reports.
- ✓ b. Lack of a career training program that is effective.
- c. Need for improved procedures for processing people to go overseas (e.g., medical examinations are scheduled too near departure dates, etc.)
- d. Lack of identification of potential executive material and its development (e.g., by rotation throughout the Agency).
- e. Need to improve the "stature" of discipline (to correct the lack evidenced in personnel assignments, parking violations, etc.)
- ✓ f. Too much secrecy surrounding promotions.
- ✓ g. Lack of appropriate measures to stem the continuing loss of capable, qualified employees.
- ✓ h. Need for a more effective program to develop subordinates to move up in management.
- ✓ i. Lack of understanding at all levels within each career service of career service personnel policies.
- j. Need for establishing uniform career service policies.
- k. Ineffective Agency procedures for personnel evaluation and appraisal (fitness reports, career designation, development of executives, etc.)

"NEED TO KNOW"

- o a. Too rigid application of the need-to-know principle.
- ✓ b. Over-compartmentalization (2).
- ✓ c. Insufficient feedback and consequent loss of morale because of too rigid interpretation of need-to-know.

- d. Use of security to cover up inefficiency or mistakes.
- e. Agency concentration on need-to-know (its institutional fixation) has been exaggerated and is counter-productive.

COMMUNICATIONS

- ✓ a. Need for a better understanding and appreciation of the functions and problems of each Directorate.
- ✓ b. Need for "feedback" vertically and laterally.
- c. Lack of awareness of our total assets - how they can be maximized and how utilized.
- d. Need to overcome the lack of knowledge of effective communications procedures.
- e. Loss of communications effectiveness occasioned by the disruptive effect of frequent reorganizations.
- ✓ f. Need for feedback on Agency accomplishments to motivate middle and lower levels.

PLANNING

- ✓ a. Need for giving more thought and consideration to long range planning.
- b. Need to review the present "hard-nosed" approach to operational goal setting (e.g. RMD's)
- ✓ c. Loss of Agency flexibility due to increase of bureaucracy.

GENERAL

- ✓ a. Need for identification of Agency and individual component purposes and goals.
- b. Need for development of managerial methods to reduce lack of trust.

- ✓ c. Lack of commitment by senior managers to Agency goals.
- ✓ d. Need for a clearer understanding at all levels of the Agency's changing role and mission.
- ✓ e. Need for greater recognition and rapport among major components.
- ✓ f. Need for greater consistency in managerial styles among middle-managers.
- g. The preponderant "hard" management style ("Theory X") is suppressing a potentially higher degree of commitment to Agency goals and policy.
- ✓ h. Agency organization and procedures over-emphasize staff and line concepts and consequences to a point where problem-solving becomes conflict resolution by rank and perquisite or none at all. There are too many committees and not enough teams.